

Editors' Comments

From the Editor-in-Chief:

Dear Readers,

I hope that this editorial finds you in reasonably good spirits, and most of all, that you and your loved ones are doing as well as possible during this pandemic. Despite substantial disruption, life continues, and I am happy to congratulate the authors of the paper that will represent the *MIS Quarterly Executive* at the 2020 Association for Information Systems College of Senior Scholars Best Papers Awards. The Senior Editors selected the article – “Digital Transformation Requires Workforce Transformation”, by Rebekah Eden, Andrew Burton Jones, Veronica Casey, and Michael Draheim. The paper was published in the first issue of 2019 (Vol. 18) as part of the Special Issue on New Approaches to Optimizing the Digital Workplace. I would like to extend special thanks to the special issue editors: Michelle Kaarst-Brown, Jeria Quesenberry, Fred Niederman, and Tim Weitzel.

Speaking of special issues, unabated work has continued on the December 2020 special issue themed: “Artificial Intelligence in Organizations: Opportunities for Management and Implications for IS Research.” The special issue is a joint effort between the *MIS Quarterly Executive* and the *Journal of AIS*, with a double dose of appreciation and gratitude to the editors: Hind Benbya Stella Pachidi, Sirkka Jarvenpaa, and Tom Davenport. Work is also under way for the December 2021 special issue themed: “Strategies for surviving and thriving within and between digital platforms,” Varun Grover and Kalle Lyytinen being the guest editors. The 2021 International Conference on Information Systems (ICIS) has now formally moved to a virtual format. Consequently, the pre-ICIS academic workshop associated with the upcoming special issue will also migrate to an innovative virtual format. While we will not be able to meet physically, authors will still get the substantial attention and feedback of the special issue editors and

participating *MIS Quarterly Executive* senior editors.

In this issue I asked Jeanne Ross to contribute a guest editorial. Jeanne is transitioning into much deserved retirement. We wanted to celebrate her for this accomplishment, and what better way to do so than to ask her to share her deep expertise on crafting great practice-oriented research? As you may know Jeanne was a co-founder of the *MIS Quarterly Executive*, and she has been one of the great supporters of the journal ever since. She was the editor-in-chief from 2005 to 2008. Jeanne joined the MIT Sloan School of Management Center for Information Systems Research (CISR) in 1993 and directed CISR from 2008 to 2016. Jeanne has reached IS leaders from the pages of *MIS Quarterly Executive* as well as all the major managerial journals, such as *Harvard Business Review* and *MIT Sloan Management Review*. Her latest book with MIT Press is titled: “Designed for Digital: How to Architect Your Business for Sustained Success”.

In this Issue

The current issue has four contributions. The first article, “Managing Organizational Explosions During Digital Business Transformations,” is authored by Nick van der Meulen, Peter Weill, and Stephanie L. Woerner. It identifies four types of disruptive organizational changes that organizations need to manage in order to improve performance during digital business transformation. The work, drawing evidence from four in-depth cases, offers five actionable recommendations for digital leaders on how to handle each kind of disruption.

The second article, “Maximizing Employee Compliance with Cybersecurity Policies,” is authored by W. Alec Cram, Jeffrey G. Proudfoot, and John D’Arcy. It tackles the thorny issue of compliance with cybersecurity policies. Building on an analysis of existing research, coupled with in-depth interviews with high ranking information systems leaders, the article helps readers maximize compliance by identifying practices that promote compliance. The authors

also identify ineffective common practices that could be detrimental to compliance.

The third article, "Project Success Requires Context-aware Governance," is authored by Caroline Kiselev, Robert Winter, and Peter Rohner. It addresses the age-old question of IT projects failure rates. After diagnosing the causes of failure in four projects through in-depth study, the authors provide 11 tangible recommendations for improving project governance. The recommendations are grouped thematically as: Foundation, Triage, Ability and Collaboration.

The fourth article, titled "Covid-19 Has Accelerated Digital Transformation, but May Have Made it Harder Not Easier," is authored by Michael Wade and Jialu Shan. It represents the third publication in our *MISQE Research Insights for IT Leaders* section lead by senior editor Mary Lacity. The current article explores the causes of the high failure rate of digital transformation initiatives, and the role that the pandemic we are currently living through will likely have on digital transformation efforts. The authors have words of caution for those taking the swift move to digitally enabled work from home arrangements that many organizations were able to pull-off, as indication that digital transformation is now a solved problem. Based on their substantial research, they offer five clear guidelines for IS leaders tasked with leading their organizations' digital transformation journey.

Read on!

Gabriele Piccoli
Editor-in-Chief